



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES ARMY FORCES COMMAND  
1777 HARDEE AVENUE SW  
FORT McPHERSON, GEORGIA 30330-1062

**AFCG**

**29 MAY 2001**

**MEMORANDUM FOR SEE DISTRIBUTION**

**SUBJECT: US Army Forces Command (FORSCOM) Training Guidance**

**1. Purpose.** The purpose of this document is to direct and focus training plans and execution to sustain warfighting readiness in FORSCOM. This memorandum with enclosures supports the FORSCOM Five Year Training Calendar with both short and long range guidance and will be updated annually. It applies to both Active and Reserve Component units within or under the Training and Readiness Oversight (TRO) of FORSCOM.

**2. Forces Command Mission.** As a Major Army Command and the Army Component of US Joint Forces Command, we train, mobilize, and deploy ready ground forces of the Army to meet the operational requirements of our Nation. We are stewards of Army resources, caring for soldiers, civilians, retirees, and families and for the installations from which we project and support the force.

**3. General.** Warfighting readiness, deployability and the development and care of our people are our priorities.

a. Warfighting readiness is our number one priority. We have a non-negotiable contract with the American people to provide trained and ready forces capable of fighting and winning our nation's wars. To meet this commitment, our soldiers must be physically fit, expert on their weapons and absolutely proficient on their individual skills. Collective training must be combat focused, rigorous and accomplished on equipment that is maintained to standard and in training areas appropriate to its objectives.

b. Deployability – our ability to project power on demand – requires constant training and attention. In an uncertain world, moving units efficiently and quickly to wherever our leadership decides to fight is essential. Deployment training and preparation must occupy a prominent place in our priority of training tasks.

c. Development of our people equals caring for our people. Rigorous METL-focused training, demanding standards and efficient use of training time motivates soldiers and builds cohesion and pride. Leader education, training, and development – as well as individual skills training – provides the bedrock on which combat proficiency and successful units are based. We must continue to work quality of life issues hard, but not at the cost of warfighting training.

**4. Component Integration.** We cannot deploy and fight successfully without full integration of all components – Active Army, Army National Guard (ARNG) and

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the US Army Reserve (USAR). We have the ethical responsibility to ensure that all soldiers, regardless of component, are fully trained and ready before we commit them to an operation, whether combat or military operations other than war.

5. Training Execution. We will train hard to achieve the Army's Combined Arms Training Strategy (CATS) standard for every unit from day one. We will meet the measure of that standard by executing training plans that fully consume the required OPTEMPO for a given unit, whether 800 miles annually, 14.5 crew hours per month or the equivalent standard defined by CATS. We will not compromise combat readiness training for resource shortfalls.

6. Training Philosophy. My training philosophy is straightforward – all training must contribute to warfighting readiness and must be executed to standard. Disciplined adherence to our training doctrine, strict enforcement of calendar lock-in, and efficient management of training time are essential to success. Further thoughts on training are contained in the general training guidance at Enclosure 1.

7. Programs and Initiatives. Specific guidance on FORSCOM training programs and initiatives is contained in [Section 2 of Enclosure 1](#).

Encl

**JOHN W. HENDRIX**  
General, USA  
Commanding

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UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND**

**HQDA, DEPUTY CHIEF OF STAFF OPERATIONS AND PLANS**

## **General and Specific Guidance**

### **Section I – References**

- 1. FORSCOM Regulation 220-2, Organizational Compliance Evaluation Program, 15 Sep 98**
- 2. FORSCOM Regulation 220-3, Reserve Component Training Assessment, 7 Apr 00**
- 3. FORSCOM Regulation 350-1, Active Component (AC) Training/Specialized Training in FORSCOM Active Army and Reserve Component (RC) Units, 1 Oct 98 (Under Revision)**
- 4. FORSCOM Regulation 350-2, Reserve Component Training, 27 Oct 99**
- 5. FORSCOM Regulation 350-4, Army Relationships, Training, 20 Jul 00 Interim Change, Mar 01)**
- 6. FORSCOM Regulation 350-5, Joint Training Exercises, 20 Mar 98**
- 7. FORSCOM Regulation 350-13, Major Theater of War (MTW)-Backfill Reserve Component Training Requirements, 9 Jan 01**
- 8. FORSCOM Regulation 350-23, Forces Command Mobilization Exercise Program (ARNG), 15 Nov 89**
- 9. FORSCOM Regulation 350-50-1, Training at the National Training Center**
- 10. FORSCOM Regulation 350-50-2, Training at the Joint Readiness Training Center**
- 11. FORSCOM OPORD 01-2000, Force Protection**
- 12. FM 25-100, Training the Force, Nov 88**
- 13. FM 25-101, Battle Focused Training, Sep 90**
- 14. Memorandum, HQ FORSCOM, AFCG, 21 Jul 00, subject: M40 Protective Mask Maintenance**
- 15. Message, HQDA, DAMO-ZA, 102000Z Feb 98, subject: Go-to-War CTA/Class II Chemical Defense Equipment**
- 16. Memorandum, HQ FORSCOM, AFLG-FMMC-E, 11 Mar 98, subject: Go-to-War CTA/Class II Chemical Defense Equipment**
- 17. Defense Reform Initiative Number 25, DRID #25, Department of Defense Plan for Integrating National Guard and Reserve Component (RC) Support to Attacks Using Weapons of Mass Destruction**
- 18. Message, DIRMILSUPT DCSOPS, 181532Z FEB 99, subject: Training and Readiness Oversight (TRO) and Validation of Reserve Component (RC) Weapons of Mass Destruction (WMD) Response Elements**
- 19. Message, DA WASHINGTON DC/DOMS, 222323Z JUN 98, subject: Mil Support to Civil Authorities in WMD Incidents**
- 20. FORSCOM/ARNG/USAR Regulation 350-2, 27 Oct 99**
- 21. Joint Experimentation Campaign Plan 2001 (CPLAN01),” 15 Sep 00, United States Joint Forces Command**
- 22. Joint Experimentation Implementation Plan,” 14 Jul 98, United States Atlantic Command**
- 23. Memorandum, HQ FORSCOM, AFOP-TRS, 23 Apr 01, subject: Enrollment Priorities for the Primary Leadership Development Course**

- 24. AR 385-10, Army Safety Program, Feb 90
- 25. AR 385-63, Policies and procedures for Firing Ammunition for Training, Target Practice, and Combat, Oct 83
- 26. AR 385-64, US Army Explosives Safety Program, Feb 00.
- 27. Memorandum, HQ FORSCOM, AFCG, 22 May 00, subject: Initial FY 01 Funding Guidance
- 28. Memorandum, HQ FORSCOM, AFCG, 7 Nov 00, subject: Fiscal Year (FY) 01 Funding Letter Guidance

## **Section II -- General Training Guidance**

**1. Warfighting readiness is our number one priority. Our mandate is to provide trained and ready forces capable of: deploying to contingencies worldwide; conducting sustained operations across the full mission spectrum; operating in joint, multi-national or interagency environments. Training is the single most important element of our effort.**

**2. Training executed to Army standards provides the best way for commanders to know their units are ready to meet the needs of our nation, whether Military Operations Other Than War (MOOTW) or high intensity conflict. Use Army training doctrine and proven training models. Keep training realistic, rigorous and accomplished on equipment that is maintained to standard and in training areas appropriate to its objectives.**

**a. All FORSCOM METLs are combat focused and all training is Mission Essential Task List (METL)-based. Commanders two levels above must approve unit requests to conduct non-METL training. Each unit's METL must focus on those tasks integral to mission success to include mobilization and deployment. Units designated to deploy to military operations other than war (MOOTW) such as KFOR or SFOR will adjust their METL to MOOTW tasks no earlier than 90 days prior to deployment for AC units and 24 months for ARNG and USAR units.**

**b. The chain of command two levels above approves METLs for FORSCOM units. Corps and CONUSA Commanders review their METL with me during their Annual Training Briefings (ATBs). Separates review their METL with the Deputy Commanding General during their ATBs. METL approval procedures for ARNG and USAR units are contained in FORSCOM Regulation 350-2 and 350-13.**

**c. Commanders must fully assess unit METL proficiency. Subjective assessment must be reinforced by objective measures of proficiency. If you have not identified and analyzed the supporting events of each METL issue, you cannot conduct an objective overall assessment. The list should include event description, scope, and frequency. Training regulations can assist you.**

**d. Employ the eight-step training model to plan and execute all training. Our time is precious; following the eight steps ensures we get training right the first time.**

**e. Commanders must execute a multi-echeloned training strategy, with specific goals established for leaders, staffs, small units, and soldiers. At the same time, resources must be sufficient to ensure all echelons get quality, realistic training with objective assessment and feedback.**

**f. Maximize resources to ensure training remains realistic, reflecting how we will mobilize, deploy, and fight, as well as integrating all components.**

**g. The active component objective training standard is the CATS standard of 800 miles per year and 14.5 hours per crew per airframe per month or the equivalent OPTEMPO standard for your unit. Any training plan that causes less than this standard to be executed at home station is unacceptable. All miles executed at the National Training Center (NTC) and during Contingency Operations (CONOPS) are in excess of that standard. Corps, CONUSA and Separate Commanders will ensure that all subordinate unit training plans meet the CATS standard. If you have not executed the training strategy, you cannot claim full readiness. Continue to monitor Operating Tempo (OPTEMPO) execution reporting to ensure timely and accurate reports of how much training you have executed. All decisions to compromise combat readiness training for resource shortfalls must be approved by me.**

**h. To accomplish our current level of OPTEMPO and stay trained and ready to fight, we must maintain our equipment to the Army's -10/-20 standards at all levels. Attaining the capability to conduct maintenance on our technical equipment enhances and facilitates training and warfighting readiness. Maintenance and training are inseparable.**

**i. Train the fundamentals of our profession (move, shoot, and communicate). Training on basic soldier skills such as discipline, physical fitness, weapons qualification, and MOS/SL competency guarantee the foundation of our readiness.**

**j. Develop and execute well-thought-out, comprehensive leader-development programs focused on the tactical and technical components of combat operations. Challenge our junior leaders by providing opportunities for growth and increased responsibility. Give them the time they need to plan and execute discretionary training.**

**k. Train as we will fight. We achieve our greatest combat power when we synchronize combat, combat support, and combat service support (C/CS/CSS) systems to complement and reinforce each other. Integrate all components and all pertinent Army systems into each training event. Joint training, where it does not detract from essential Army combat task training, must be a major part of your training program – we always have and always will fight joint.**

**l. Use the gate strategy. Readiness training works best when individual, leader, staff, and unit building blocks within the organization achieve proficiency before moving to higher echelon training. Establish clearly defined, objective criteria that serve as “gates” to determine whether standards have been met.**

Units that meet the standards move to a more complex training level. Commanders will not deploy units to a combat training center (CTC) without completing the gates described in FORSCOM Regulation 350-1 or 350-2.

m. High-quality training is inherently hazardous, and we cannot back off from training because there is risk involved. However, nothing we do in training justifies risking the life of a soldier. Safety is everyone's business, but it is a commander's personal responsibility to ensure that unit activities are conducted in a safe, responsible manner. Risk assessment is continuous and not a check off in the decision-making process. Train junior leaders on risk assessment -- they are the ones making critical decisions on the ground. Any soldier in this command can call a "time-out" during training if a potential safety risk is observed.

n. After Action Reviews (AAR) are vital to high-quality training and are the most important tool in the training assessment process. Build feedback systems into your command that enhance warfighting dialogue. Determine your unit's abilities to perform specific tasks by assessing all training and incorporating feedback into the training cycle. Although there may be some room for subjective assessment, the overall process must be predicated on an objective evaluation system. You must identify those critical events and training opportunities to be conducted before assessing critical tasks.

3. Stability and predictability are essential to executing quality training. FORSCOM has established a Five Year Plan and will continue to plan five years out through our semi-annual World Wide Training Scheduling Conferences.

a. Active component major combat units and divisions will maintain stable training calendars at two years, with brigades at 18 months and battalions at one year. This plan will provide you the opportunity to establish predictability and create time to plan, recon, resource, rehearse, and conduct AARs.

b. Training schedules should be locked in per our doctrine, and once locked in, will not be changed except for short notice operational contingency missions.

### **Section III – U.S. ARMY FORCES COMMAND PROGRAMS AND INITIATIVES**

1. Training. To assist you in your planning efforts, FORSCOM has established a Five Year Planning system and a Short Notice Tasking Policy.

a. Five-Year Plan (FYP). Our Five Year Plan includes all known operations FORSCOM will support as well as major training events. We will use the World-Wide Scheduling Training Conference (WWSTC) to order the process and optimize training in support of this plan. I expect major combat units and divisions to follow suit by maintaining stable training calendars at two years, with brigades at 18 months and battalions at one year.

**b. Short Notice Tasking Policy.** FORSCOM will task active component Major Subordinate Commands no later than 150 days prior to the event. As an example, the FORSCOM DCSOPS will amend troop list submission timelines (FORSCOM Regulations 350-50-1/-2) in order to task troop list and augmentee observer/controller requirements NLT 150 days prior to the scheduled rotation. The FORSCOM DCSOPS is the authority for all taskings originating from FORSCOM that provide less than 150 days notification from execution. The only exception to this is support of unanticipated operational requirements. I expect you to be just as draconian in controlling short notice taskings.

**2. Leader Development.** Train leaders first. Our warfighting style demands confident, competent officers and NCOs skilled in their craft. Focus leader training on developing the confidence and competence of officers and NCOs alike so they may lead from the front.

**a. Mentoring and Counseling.** Ensure our junior leaders - Officers, Warrants and NCOs - receive the feedback, guidance, and opportunities required to grow into the leaders our future Army will need.

**b. Sergeant's Time Training.** I expect five continuous hours of Sergeants Time Training to be conducted weekly in our AC units, not including PT. ARNG and USAR units should attempt to build Sergeant' Time training into their weekend drills. Develop our junior leaders by providing them dedicated time to train their soldiers. Make every effort to preserve this dedicated time. Our junior NCOs deserve it.

**c. Annual Training Briefs (ATBs).** I want Corps, CONUSA and Separate Commanders to present me an ATB during the first quarter of the fiscal year. The ATB enables me to review your training intent as well as disseminate my training philosophy. I see the ATB as a "training contract" between commanders and me. As a minimum:

(1) Corps/Separate Commanders will inform me how you quantify battle-focused METL; ensure standards are met; link training events to war-fighting readiness; and reduce company commander distracters and the pace of events to optimize training benefits. Also inform me of OPTEMPO execution; how you use metrics to improve readiness; how you allocate resources to meet readiness; and how you implement your Corps Packaging program.

(2) The CONUSA commanders will focus on use of the Training Support XXI organization to guide, support, and evaluate training of the RC. Review how you are achieving multi-echelon training and progress toward designing exercises that provide optimal training for your units. Include how you determine training status, set goals, and measure progress to attain standards. Tell me what is working and what needs work.

**d. Quarterly Training Briefs (QTB).** At subordinate commands, QTBs are essential for commanders to inform and achieve stability and predictability in the training management cycle. The QTB provides the unit commander with the



opportunity to brief METL, training strategies and discuss, in detail, future training plans. The process allows for meaningful, orderly review and assessment of a unit's overall readiness and training intent. Your QTB must key on the training management cycle described in FM 25-100. Articulate your plans to prepare for and recover from missions; also discuss strategies to conduct training for specific missions or sustained operations and lay out the allocation of resources required for them to happen. Making the training management session meaningful requires more than just laying out a calendar and explaining how the pieces fit. Talk the specifics of your training program in terms of FM 25-100/-101 (i.e., planning, resourcing, executing, and evaluating). Show where your unit has been, where it is now, and where it is going. Conduct QTBS prior to the start of a quarter down to company level.

**3. Individual Training.** We must renew our efforts to ensure soldiers are trained and ready in the most basic soldier skills including physical fitness and marksmanship. We must ensure they receive the professional development and proficiency and refresher training needed to reinforce their warfighting skills.

a. **Physical Fitness.** Combat is extremely physical by its very nature, and our soldiers/leaders must prepare to overcome the physical hardships they encounter while engaging an enemy. Commanders should set realistic unit standards above the minimum retention standards and then enforce those standards through close, personal leadership. Make the physical fitness program tough and demanding -- taking the Army Physical Fitness Test should be the easiest day of physical training a soldier will have. Each active and reserve component soldier is expected to perform physical training at least four times a week and strive to become a member of the "300 Club." Each unit is to execute a formation run of 4 miles in 36 minutes at least once during every six month period with all present for duty soldiers participating. The height-weight table is the FORSCOM performance standard. With few exceptions, our soldiers should meet the standards without the body-fat tape test.

b. **Marksmanship.** Every soldier should fire expert on his or her personal weapon, both for motivational and combat readiness reasons. Marksmanship is not simply firing the weapon. It requires a well laid out training plan; resource management (both ammo and time); and intensive instruction to better prepare soldiers. Your absolute minimum goal is to achieve 50 percent "expert" qualifications.

c. **Military Training Specific Allotment.** No soldier will be denied training. Installations will ensure non-OPTEMPO funding is available in MTSA - as required and based on assigned quotas -- to ensure all soldiers who should attend can attend.

d. **Officer and Non-Commissioned Officer Professional Development (OPD/NCOPD).** Concentrate OPD/NCOPD programs on operational warfighting requirements to ensure that soldiers are proficient in the skills necessary to fight,

survive, and win on the battlefield. Programs will devote at least half of their content to warfighting subjects.

e. **Primary Leadership Development Course (PLDC).** FORSCOM policy remains 10 classes a year with a ratio of 1 instructor per 10 students. FORSCOM use of Regional Academies will continue. Enrollment priorities will remain in accordance with FORSCOM (AFOP-TRS) memorandum, subject: Enrollment Priorities for the Primary Leadership Development Course dated 23 Apr 01.

f. **Schools.** Maximize use of military and civilian schooling. Use the board process to develop and grow young leaders. Every qualified soldier in FORSCOM should be given the opportunity to be promoted on time. Focus on Primary Leadership Development Course. Maximize use of Distance Learning.

**4. Unit Training.** Training as combined arms and services teams starts at the squad, crew and company level. Be sure they, along with staffs at all echelons, are provided the opportunity to exercise as teams in combat-like situations.

a. **Company Level Training.** A minimum of one week per quarter of prime training time is to be devoted to use by active component commanders of companies, batteries, and troops, as they deem appropriate. At a minimum one weekend drill (MUTA 4) per year should be devoted to use by reserve component commanders of companies, batteries, and troops, as they deem appropriate. To the extent possible, this weekend drill should be mandatory. This training will be within the scope of the unit's METL, enhance the unit's readiness posture, and be approved by the battalion commander. Planning and conduct of this training will be in accordance with Army training doctrine (FM 25-100/101).

b. **Squad Qualifications and Crew-Served Weapons Gunnery.** The single most important skill on the battlefield is the ability to place well-aimed fire on the target. Accordingly, Squad Live Fire Qualification and crew-served weapons gunnery training is the primary training event conducted during the year for our squads and weapons crews. In this regard, you must maximize available time and resources in the critical phase of pre-live-fire and gunnery training prior to arrival at the training site. Emphasize tough, doctrinally-based qualification ranges that challenge crews and squads to attain the highest standards. Reserve Component units must focus on crew (Table VIII) and squad qualification, while Active Component units focus on platoon gunnery (Table XII) as their capstone event.

c. **Crew Stabilization and Manning.** Continue your plan to reduce crew turbulence and sustain qualification levels throughout the regulatory window for each weapons system. Maximizing crew stabilization and minimizing excessive gunnery firings will impact positively on soldier and unit readiness. Chapter 7, AR 220-1, includes new training metrics which mandate maximum manned and qualified crews.

d. **Squad Stabilization and Manning.** A trained force starts at the squad and crew level. It is absolutely imperative that we put the same energy we spend on

crew stabilization to fill and stabilize infantry squads. I expect every infantry squad to be filled to the maximum extent possible, even if administrative functions suffer from lack of people.

e. **Tactical Echelons.** At brigade and battalion, focus staff training on creating operational capabilities that can provide adequate control to the unit when conducting military operations and essential support to the unit's subordinate elements. Staffs need a training regimen that frequently requires them to perform a battle drill that produces required staff products.

(1) All AC battalions, companies and platoons will execute an annual EXEVAL. AC CS/CSS units will execute an EXEVAL on a biennial basis. All AC Combat Maneuver battalion and brigade commanders (to include attack aviation battalions) will execute a Combat Training Center rotation at least once during their command. Similarly, all AC maneuver battalions will conduct a battalion task force exercise that includes an EXEVAL prior to CTC participation.

(2) Each ARNG Enhanced Brigade Commander will execute a BCBST Exercise once during their command. ARNG Divisional Brigade Commanders will conduct an exercise with the FORSCOM Senior Observer Controller Trainers (SOCT-CA) at least once during their command.

f. **Tactical and Operational Echelons.** At corps and division, focus staff training on creating an operational staff that can lead and direct the effort; integrate and synchronize the seven battlefield operating systems for the close, deep, and rear battles; and provide the planning effort for future operations. These staffs must be able to perform four key functions: operational command and control, function integration, battlefield operating system synchronization, and future planning.

(1) Each Corps and Division Commander will execute a BCTP Warfighter Exercise (WFX) during the first year of command. To use time better and to achieve best training results the FORSCOM policy is to conduct only Corps and Division embedded WFXs.

(2) **Corps Attack Aviation Brigades:** Home station sustainment training and regional attack training opportunities will be conducted with full Deep Operations Coordination Cell (DOCC), artillery and intelligence participation. This training will lead to an external evaluation on an annual basis. Beginning in 2<sup>d</sup> QTR, FY 02, Corps attack battalions will participate in a Corps Deep Attack Training rotation at the National Training Center (NTC)/China Lake/Nellis AFB on a biennial basis, with the Corps DOCC, all enablers, joint feeds from a Joint Force Air Component Commander/Air Operations Center (JFACC/AOC) response cell, with fixed wing assets providing Joint Suppression of Enemy Air Defense (JSEAD), and Combat Search and Rescue (CSAR) capabilities in a live or virtual environment.

**(3) Divisional Attack Aviation Brigades will focus training on support of the divisional close fight and cross-FLOT operations within MLRS range of the Division's organic artillery.**

**g. Echelons Above Division and Echelons Above Corps (EAD/EAC) Training.** Commanders will provide their EAD/EAC echelons opportunities for formal evaluations and routine training that are rigorous and battle focused. As a minimum, evaluations will be provided for the battle staffs of participating EAD and EAC 06-level commands for all Warfighter Exercises. In addition, special training events will provide periodic training opportunities for the following:

**(1) Patriot Units will participate in ROVING SANDS in odd years, and conduct JSTE in even years.**

**(2) Medical Brigade/Group: AMEDEX at Fort Sam Houston on a bi-annual basis with response cells from Corps to drive tactical realism.**

**5. Reserve Component (RC) Training and Training Support.** Pre-mobilization training of the RC focuses on providing trained and ready individuals, crews/squads, and platoons. Optimize your resources and leverage Training Support XXI assets to ensure pre-mobilization standards are met. RC DMOSQ levels **MUST** meet the required 85% level, and annual training **MUST** focus on unit collective tasks.

**a. Pre-mobilization Training.** RC Commanders under FORSCOM TRO must meet the challenge of training their units to the premobilization standards stated in FORSCOM/ARNG/USAR Regulation 350-2.

**b. Training Assessment Model (TAM).** Execute TAM in accordance with FORSCOM Regulation 220-3; and FORSCOM/ARNG/USAR Regulation 350-2. Through TAM, FORSCOM meets its statutory and regulatory responsibility for inspecting and evaluating the training of Reserve Component units. All priority units under FORSCOM Training Readiness Oversight require an external TAM evaluation annually. All other units require an external TAM evaluation triennially within the capabilities of the respective CONUSA. RC unit commanders are expected to complete Part IV of the TAM at least quarterly and use the results of the METL assessment to compute T-METL and T-DAYS on the USR.

**c. Lanes Training.** Lanes Training will be accomplished as required by FORSCOM/ARNG/USAR Regulation 350-2 and Training Circular 25-10, A Leader's Guide to Lane Training. Priority units are to conduct Lanes Training annually, while all other units conduct biennially as resources allow. Training Support XXI structure provides Lanes Training support.

**d. Annual Training (AT).** Annual Training will focus on training the unit's collective METL tasks. It is scheduled in accordance with Appendix D of FORSCOM/ARNG/USAR Regulation 350-2 for 10 days, 24 hour operations. The CONUSAs host Training Support Synchronization Conferences (TSSC) in November/December to finalize, confirm, or further develop AT schedules and training support for the upcoming and following training years. Units, regardless

of whether priority or other, alerted for call-up and subsequent deployment in support of a gaining CINC operations will be afforded the highest priority for training support.

e. Reserve Component Training Support to the Active Component. Through Training Support XXI, USAR and ARNG TPU soldiers will continue to provide training support to the active component. I charge CONUSA Commanders to work with NGB, OCAR and the USARC to ensure required mandays are identified and supported within available resources. Please identify unresourced requirements to FORSCOM. Although AT and ADT mandays are acceptable, ADSW is the preferred Reserve Component manday status for reserve component training support. CONUSA Commanders are charged to work with FORSCOM, NGB, OCAR and the USARC to ensure these requirements are recognized by HQDA and OSD as well as identified in the POM.

f. Senior Observer/Controller Teams (SOCT) Combat Arms (CA). Army National Guard divisional combat arms brigade and battalion headquarters, active component combat arms brigades, and Army National Guard eBdes are required to conduct Battle Command Staff Training (BCST) in accordance with FORSCOM/ARNG/USAR Regulation 350-2. FORSCOM has resourced the SOCT-CA to ensure these units -- within the above priority -- can have observers/controllers/mentors as they exercise their METL under simulated combat scenarios. The CONUSA will ensure the team is incorporated into their scheduling process in FY 02 and beyond

g. Reserve Component (RC) Maintenance Unit Training. RC maintenance units will play a major role in accomplishing maintenance missions during wartime. The four-year maintenance unit training initiative linking Camp Dodge with the NTC reinforces wartime METL training for RC non-divisional direct support and general support units. The JRTC is currently developing a program similar to the NTC. The linkage between the RC and CTCs has numerous benefits for all concerned.

h. I am concerned about the ability of RC units to maintain and sustain their equipment during sustained combat operations. This derives from our dependence on the Maneuver Training Equipment Sites (MATES), and I do not have an answer for that. Therefore I want RC commanders at all levels to place additional emphasis on maintenance operations during their training year and especially during AT.

i. RC units typically do not have home station firing ranges to support individual weapon training. I believe that several simulation systems can be decisively helpful in this critical area of training, and I ask that RC commanders look hard at incorporating their use into unit training programs.

6. Transformation. The Chief of Staff has given clear guidance, and FORSCOM will transform its units and processes while maintaining the readiness and relevance of its current forces to fight and win the Nation's wars.

a. **Interim Brigade Combat Teams (IBCTs).** Execute the Army's Transformation Campaign Plan and convert four to six legacy force brigades to IBCTs by FY10. At least one of these IBCTs will be an ARNG unit. Core capabilities of all IBCTs will include full spectrum capability, ability to operate under division or corps headquarters or as a part of a joint force, decisive combat action through dismounted infantry assault, robust intelligence and reconnaissance capabilities, and the ability to deploy worldwide as close to the 96 hour objective force goal as possible. The first IBCT will achieve Initial Operating Capability (IOC) by May 03 and the succeeding IBCT by May 04. I Corps is charged with individual and collective training and certification of the first two IBCTs. Intent is to exercise their full capability at the JRTC as close to their IOC dates as possible. Preferred solution for that exercise would include a deployment by airframe to the JRTC. The IBCT will also participate in an OCONUS Deployment in that time frame, the location of which remains to be determined. The IBCT will be equipped with the Interim Armored Vehicles (IAV) and Digital Command and Control Systems, and will operationally bridge the gap between today's Legacy Force combat capabilities and the Objective Force future combat systems (FCS).

b. **Digital Training.** Digital Training is a relatively new area for us. Right now there are training centers at both Fort Hood and Fort Lewis. Both of these centers are to continue providing the high quality training our soldiers and digitized units have come to expect while FORSCOM establishes --along with HQDA -- required training policy.

c. **Major Theater War (MTW) Backfill.** During the Army's brigade transformation process, selected ARNG eSBs will provide the MTW backfill mission for active component brigades. These eSBs will be nominated, selected, trained, and employed within the guidelines and standards of FORSCOM Regulation 350-13. Each eSB designated as a backfill unit will be required to sustain a 2 year readiness posture beginning one year prior to and ending one year after its CTC rotation.

d. **Force Modernization and the Five Year Test Plan (FYTP).** Discipline the process. Seemingly unending modernization and wide spread testing and experimentation are a reality which must be mastered. Unit Set Fielding is the key but must be managed intensively to succeed. Our staffs must continue to focus on integrating these system fieldings as training events that are coordinated, resourced, and placed well in advance on training schedules.

7. **Mobilization and Deployment.** In an uncertain world, our ability to mobilize and move units efficiently and quickly to wherever our leadership needs them is essential. Therefore, mobilization and deployment training and preparation must occupy a prominent place in your priority of training tasks.

a. **Mobilization and Deployment Training.** Ensure your mobilization and deployment training involves both AC and RC soldiers/units. Physically exercise your mobilization and deployment procedures. Each FORSCOM AC unit must

exercise their Emergency Deployment Readiness Procedures quarterly (RC annually), to include: alert recall procedures, BBPCT stockage, TPFDD verification, and soldier readiness verification. Units will execute semi-annual leader reconnaissance of installation deployment nodes through company level. FORSCOM installations are to conduct a battalion sized EDRE semi-annually. Two JRTC and two NTC rotations a year will include Sea Emergency Deployment Readiness Exercises as designated by FORSCOM DCSOPS.

b. Ensure your soldiers and units are organized for rapid mobilization and deployment. Review the Transportation Coordinator-Automation Command and Control Information System (TC-ACCIS) database, Unit Movement Books, and unit equipment lists. Also review your internal systems used to train and validate critical components of your deployment teams, to include air and rail load teams. Ensure your units have the requisite number movement officers trained and stabilized to perform this duty. In addition, ensure air load planners and hazard materiel certifiers/handlers have received the required training to perform their duties.

c. Prepositioned Stocks. FORSCOM is responsible for ensuring units are trained and cognizant of correct procedures for utilization of APS Ashore and Afloat (APS-3). Units will conduct training exercises to deploy and draw prepositioned equipment. Training will include APS Mobile Training Teams (MTT), the Brigade Inspection and Readiness Exercise Program (BIREP), and use of APS equipment in coordination with APS ships' scheduled maintenance cycles. Opportunity exists, at least annually, for the use of an APS-3 equipment set in a FORSCOM prescheduled training exercise. Units should draw prepositioned equipment and conduct Reception, Staging, Onward Movement and Integration activities. FORSCOM can assist unit deployment training by providing a Power Projection Operations Mobile Training Team for a full day of training for key planners.

d. Bosnia and Kosovo. FORSCOM provides assistance to units deploying to Bosnia and Kosovo through a new automation program called the Deployment Asset Visibility System (DAVS). DAVS Mobile Training Teams (MTT) conduct day long training to jump-start key logistics and operations planners for Bosnia and Kosovo deployments.

8. Combat Training Centers (CTCs). It is vital that units arrive at CTCs having achieved the prerequisite competencies. Be offense oriented (e.g., movement to contact, deliberate attack, and deliberate breach).

a. Rotation Policy. All AC Maneuver Brigade and Battalion Commanders in FORSCOM will get the opportunity to train at a CTC at least once during their command tour. To facilitate this, we are supporting or getting the resources to fully support three battalion rotations at both CTCs. Take advantage of these rotations to train BCTs as homogenous units. Inform me immediately if it appears that a battalion or brigade commander under your charge will not get a rotation.

**b. Resourcing.** Review your policy of supporting and resourcing your own training. Rotations at CTCs come with a large bill in terms of augmentation requirements. I expect units to resource these requirements internally to the maximum extent possible.

**c. Teams.** CTCs train units. Maximize deploying the organic brigade while minimizing sending “blended” units. Substitutions must be done at company, not individual level, with no more than one company substitute per Brigade Combat Team.

**d. NTC PREPO Fleet.** Our decision to ship home station M1, M2 and M3s presents challenges in synchronizing shipment times with required qualifications and training gates. The completion of the full assessment of the remainder of the PREPO fleet may result in the shipment of more home station vehicles. We will not compromise on NTC prerequisite crew qualification requirements, so plan accordingly.

**9. Stability and Support Operations (SASO).** Forces Command units preparing for SASO deployment will design peace-support tasks, conditions, and standards for brigade-size units and below, and incorporate US Army and joint lessons learned from previous operations into training plans. AC units begin training for these operations no earlier than 90 days prior to deployment so the unit can maintain war-fighting focus for the longest period possible. RC units begin training cycle no more than two years out from mission assumption with an MRE executed within 60 days of deployment. Training plans for RC units will take into consideration impact on civilian employers and families, with an eye toward minimizing impact on the RC soldier's business and community. Deployed units will develop training plans for maintaining individual, crew/squad and platoon combat readiness to the maximum extent possible. Prior to return to CONUS, unit will develop and submit to FORSCOM a plan identifying training required to return unit to warfighting proficiency.

**a. Mission Rehearsal Exercise (MRE).** All units deploying to the same tour of duty in a peace support operation will participate in a MRE to ensure they have had an opportunity to train together prior to deploying. Units will use a standard MRE model to plan their MREs and ensure all training is fully and efficiently accomplished. MREs will include Leader Teach at the front end, from division down to squad level, lane training for platoons and companies, a heightened activity state, and then a return to steady state operations. OCTs will be used during the entire process. The Decision Making Exercise and Advanced Decision Making Exercise will be treated as part of the MRE. Themes for the MRE will be developed along story lines based on current activity in theater. Additional guidance on MREs will be available in the new FORSCOM Regulation 350-1 (currently under revision.)

**b. Kosovo Force (KFOR)/Stability Forces (SFOR).** Forces Command units will continue to be called upon to deploy to Kosovo and Bosnia for the foreseeable future. AC and RC units will prepare for these missions within above SASO and



**MRE guidance. KFOR Units will undergo a MRE at the Joint Readiness Training Center (JRTC) while SFOR units will receive their MRE at either JRTC or some other certified site. The Corps force provider will validate the unit as ready for deployment. Units in Kosovo and Bosnia will maintain individual, crew/squad and platoon warfighting proficiency to the maximum extent possible.**

**10. Force Protection. Force protection is an overarching security program designed to protect soldiers, family members, civilian employees, facilities and equipment in all locations and situations. Force protection is accomplished through the planned integration of combating terrorism, physical security, information operations, high-risk personnel security and law enforcement operations.**

**a. Force Protection is a METL task for each unit and will be considered in all our units do. Do not leave a field site unless the unit is a “T” on this METL task. Use the appropriate mission training plan and Field Manuals for including security operations during field exercises.**

**b. Exercise awareness, deterrent measures and access control in garrison. FORSCOM OPOD 01-2000 contains specific training requirements for force protection in a garrison environment. Risk assessment is a continuous effort and must be a state of mind; develop a force protection mentality.**

**c. Antiterrorism Exercises. All AC installations will conduct an annual antiterrorism exercise. The exercise will be robust, involve all staff agencies with identified responsibilities in the installations terrorist threat / incident response (TT/IR) plan, and be designed to validate the installation TT/IR.**

**11. Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE). Use and the threatened use of CBRNE weapons require Army forces to be trained and ready to conduct operations under Nuclear, Biological, Chemical conditions on the battlefield, as well as respond to a crisis involving a weapon of mass destruction or provide consequence management of such an event at home.**

**a. Nuclear, Biological, Chemical (NBC) Training. Ensure leaders, soldiers and units are prepared to conduct operations under NBC conditions on an integrated battlefield. Each company-size unit must ensure that sufficient personnel attend the appropriate NBC Defense School.**

**b. Response Task Forces (RTFs). A Joint Training Plan and Program for the 1<sup>st</sup> and 5<sup>th</sup> Army Response Task Forces is currently in development in support of the new Contingency Plan (CONPLAN) 0500-98 from United States Joint Forces Command (USJFCOM). The training requirements established from the basic plan or strategic concept of CONPLAN 0500 will be to train the RTFs as the core staff headquarters for a Joint Task Force – Consequence Management in the event of multiple incidents or overwhelming circumstances for a single incident in which Joint Task Force – Civil Support is unable to appropriately respond. Current development timelines include CONPLAN 0500 to be approved and**

distributed by October 2001 and an approved Joint Training Plan to immediately follow.

c. **Army National Guard WMD-Combat Support Teams (WMD-CSTs).** USJFCOM continues to exercise Training and Readiness Oversight (TRO) through FORSCOM for these WMD-CSTs. The Continental United States Armies (CONUSAs) need to stand ready to execute TRO responsibilities for the 27 WMD-CSTs. This includes training support in the form of assistance visits, collective lanes training, and external evaluations. The WMD-CST five-year training plan specifically addresses both joint and service requirements for the CONUSA Nuclear, Biological and Chemical Defense.

d. **Reserve Component Domestic Reconnaissance and Casualty Decontamination Program (DRCD).** Units designated with the additional mission of DRCD will continue to focus on their primary wartime missions, but need to incorporate a collective training effort into their FY03 training calendar. The CONUSAs need to develop a training assessment module of the units assigned the additional DRCD missions.

**12. Joint Training and Experimentation.** Joint training ensures US-based forces are prepared for multi-service/multi-national/interagency operations, while joint experimentation is the military's primary method for exploring, testing and validating warfighting ideas and concepts to transform the way US soldiers, sailors, airmen and Marines will fight future battles. FORSCOM will continue to focus on joint warfighting competence through the CJCS joint exercise program and USJFCOM experimentation program.

a. **ROVING SANDS.** This is a CJCS approved, USJFCOM scheduled exercise for which I am the Exercise Director and lead operational authority. ROVING SANDS will provide for training in Joint Theater Air and Missile Defense (JTAMD) as a field training exercise supported by simulation on a biennial basis in odd-numbered years. It will continue to be a Category II training event focused on tactical level joint interoperability tasks derived from the Universal Joint Task List. A FORSCOM Corps will provide a JTF HQ and an ARFOR HQ to stimulate actions of subordinate units in training. The 377 TSC will habitually provide support to exercise participants. ROVING SANDS will be a rigorous training event rather than an experiment. Accordingly, only those TTPs, technologies, and systems in or expected to be in the force structure within the immediate five year period will have a part to play. Although multi-national forces normally request and are granted participation in ROVING SANDS, we will strictly adhere to Joint Chief of Staff-directed standards for foreign disclosure requirements.

b. **Exercise Optimization.** Maximize training opportunity for all units and soldiers. Ensure participation in joint and service exercises directly supports your unit's METL. Continue to identify to me those events you consider to detract from essential Army unit readiness or involving non-METL training for possible elimination.

**c. Millennium Challenge 02 (MC02).** This is a CINCJFCOM sponsored Joint Experiment to be conducted in the Jul-Aug 02 time frame. MC02 is a Joint Partnering Opportunity for building future force package at the strategic, operational, and tactical levels. Units from FORSCOM will schedule and participate using constructive, virtual, and live forces (Blue Force/Red Force). Additionally, XVIII Airborne Corps will act as the Joint Task Force Headquarters.

**13. Soldier and Family Health and Welfare.** No soldier should deploy concerned with pay, housing, medical support, legal, or other concerns for family members. Train your administrative, garrison, rear detachment and family support team on providing the best possible support to soldiers and their families. Honor your family support team and their families through recognition tools and encourage family members to be part of the team.

**a. Promoting Healthy Lifestyles.** Healthy lifestyles increase unit readiness. Commanders and leaders can have the most impact by periodically talking to soldiers about these issues, and staying informed on programs and support available.

**b. Consideration of Others (CO2).** Review your CO2 programs to ensure they are tailored to your assessment of your organizational needs. This training is to be conducted quarterly. Include gender issues and ethical development (individual and unit) as topics for FY 02.